



## Committee on **HOMELAND SECURITY** Chairman Michael McCaul

### *Opening Statement*

June 20, 2014

**Media Contact:** April Ward  
(202) 226-8417

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**Statement of Subcommittee Chairman Jeff Duncan (R-SC)  
Subcommittee on Oversight and Management Efficiency  
Committee on Homeland Security**

**“Stakeholder Perspectives on Priorities for the Quadrennial Homeland Security Review”**

**June 20, 2014  
Remarks as Prepared**

Our homeland security faces significant tests. From the large influx of illegal aliens, including 60,000 unaccompanied children over the last year, to terrorist threats from Syrian foreign fighters, Al-Qaeda affiliated groups wreaking havoc in the Middle East, and continued cyber-attacks by China and others, this Administration has failed to provide a comprehensive strategic vision to secure our Nation. Mandated by the 9/11 Commission Act of 2007, the Department of Homeland Security (DHS) is required to conduct a Quadrennial Homeland Security Review (QHSR) every four years. The purpose of the QHSR is for DHS to assess the state of our Nation’s homeland security and determine what steps, if any, are needed to shift or enhance our strategic focus. The QHSR is meant to outline DHS’s mission and the Department’s vision and strategy to effectively implement its mission.

While the report was released only hours before this hearing, it was due no later than December 31st, 2013—as a result is six months late. Although I understand part of the delay was due to the need for Secretary Johnson to review the report, we need a cohesive strategy to combat the threats we face. Until we have a focused, achievable, and affordable strategy that addresses these threats, this Administration is failing its duty to lead.

Because of the lengthy delay, this Quadrennial Homeland Security Review was also unable to guide the President’s Fiscal Year 2015 budget request. With our country over \$17 trillion dollars in debt, it is imperative that we make wise and well informed decisions when it comes to the

budget. Unfortunately, without the timely issuance of the QHSR, DHS lacked the strategy necessary to help prioritize and spend taxpayer dollars wisely.

In November 2013, the Committee sent a letter to Acting Secretary Beers recommending that the QHSR focus on areas, such as border security, cybersecurity, terrorist threats, preparedness, transportation security, and management effectiveness. While the QHSR mentions most of these areas of interest, it does not address threats posed by other nation-states, such as Iran, China, and Russia. This is a major omission for a document intended to guide how we secure the homeland. Its failure to mention departmental management is also a major weakness. Year after year, DHS has ranked at or near the bottom of federal agencies in many public sector agency performance rankings. For this department to be efficient and effective, proper management must be a priority. Highlighting climate change as a homeland security issue and not nation-state threats or management of the department makes no sense and raises questions about the usefulness of this strategy.

However, most concerning in reviewing the QHSR is that there seems to be a lack of aligning resources with strategic priorities. In the 9/11 Commission Act, it requires DHS to “identify the budget plan required to provide sufficient resources to successfully execute the full range of missions called for in the national homeland security strategy...” While the QHSR briefly mentions ‘budget drivers’ in general, it does not link specific mission areas to the actual budget.

The Government Accountability Office (GAO) reported after the release of the first QHSR that there was a lack of input from nonfederal stakeholders. For this document to truly be effective, there must be interagency, state, local, and private sector consultation. In viewing the list of stakeholder participation, it seems DHS increased their stakeholder outreach, but it also notes ‘Direct Engagement with the Executive Office of the President.’ DHS’s strategy should be objective and fact-based. I sincerely hope that there was no political influence in the development of this document.

The production of this report should not solely be a box-checking exercise. The Nation desperately needs a strategic vision to secure the homeland. Time will tell if this document meets that need. I look forward to hearing our stakeholders’ perspectives on the latest QHSR.

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